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DDS&T-2969-72
27 OCT 1972

MEMORANDUM FOR: Mr. Luckett

SUBJECT : Personnel Development Program

REFERENCE : Memo for Deputy Directors from Executive
Director-Comptroller dated 27 September 19..,
same subject

1. Referent memorandum outlines the subject matter of the proposed Personnel Development Program that will be one of the topics reviewed during an upcoming Deputies' meeting.

2. The highlights of this proposal appear to consist of the following

(a) Each Career Service will review by the end of November 1972 (.) expected retirements in grades GS-15 through GS-17 during FY 1973 - 1976 and identify candidates in grades GS-13 and above as possible replacements. Although there are specified deadlines for follow-t... g. on this proposal, the initial spadework would be the most time-consuming for this Directorate. Once the respective Office Directors forwarded their proposals to you for review and approval, the remaining schedules would be fairly routine - however time-consuming for you.

(b) Each Career Service is to review everyone in grades GS-11 through GS-14 to determine the promotional readiness of each careerist to advance one or more grades during FY 1973 - 1976. Once identified, each office would develop individual career plans for those employees who appear to have the potential for accelerated advancement.

(c) Each office would be required to estimate headroom that might b available during the next three fiscal years and estimate promotional headroom needed in grades GS-11 through GS-14. The DDS&T Directorate is extremely fortunate in this respect in that headroom exists at every grade level, even though certain offices have a current problem with headroom at certain grades.

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3. The machinery to adopt an annual review in this Directorate already exists in most offices. A few of the offices would be required to modify and/or formalize existing procedures, but this would not require an extensive overhaul of existing procedures. A summary of what the offices are already doing is contained in Attachment A.

4. Being a relatively new Directorate, DDS&T will not experience a large turnover of personnel at senior levels during the next few years. Attachments B, C, and D identify all mandatory retirements by calendar years, by grade, and by office through calendar year 1976.

5. There has been continuous discussion within the Agency for some years regarding career planning, whether the plans be for one year or five years. In his memorandum regarding individually tailored career programs, the Director, OEL mentions that programs of this nature have been tried on many occasions but have not proved very effective. The reasons are easily identifiable: fluctuating personnel ceilings, changes in operational requirements, and unexpected manpower losses. This could become a significant problem with the proposed program as outlined by the Executive Director-Comptroller's memorandum of 27 September 1972. The problem with long-range personnel programs is that once adopted, and known to the employee, they become resistant to change, whereas a yearly review has a way of eliminating some preconceived notions and biases that fade with time and changes in the make-up of panels. Most of the offices within this Directorate appear to have a workable arrangement at this time and would appear to be reluctant to go in for long-range personnel programs tailored to individual employees. This might become a useful topic to discuss with your Office Directors.

6. The responses from each office are included in the attached fold along with the memorandum from Mr. Colby.

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Personnel Officer
DDS&T

Attachments

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Attachment A

The following summarizes the responses from the Office Directors regarding Leadership and Executive Development:

FMSAC

1. Annual performance evaluation by supervisors.

2. Annual updating of Career Enhancement Profile by each employee.

3. Annual Career Service Panel competitive evaluation and ranking by grade group. This also involves a Panel judgment as to potential for advancement. The FMSAC Career Service Panel makes recommendations as follows:

   (a) Cross-training within FMSAC.

   (b) Priority lists for Senior Service Schools.

   (c) Priority lists for Agency and Directorate training.

OSI

1. Annual ranking of all office professionals, GS-14 and below.

2. Bi-yearly review of professionals and clericals for OSI consideration.

3. After recognizing comers, training courses are suggested.

4. Placing unusually young (early 30's) officers in branch chief positions.

5. OSI's program to develop future leaders follows two distinct paths. First, OSI is attempting to develop leaders in science or technology by formal attendance in science and engineering courses, attendance at professional meetings, and the assignment of work that will place the individual in direct contact with scientific and technical leaders in the United States. The second approach involves the training of potential managers through more formal managerial training and experiences, either within the Agency or at selected external schools.

OSP

1. Annual competitive and ranking review of professionals. An important criteria consideration in the ranking exercise is potential, which addresses itself to career development. This annual review:

(a) Identifies individuals for promotion.

(b) Proposes training courses to either overcome known employee weaknesses or to prepare the employee for additional responsibility.

(c) Identifies individuals for rotational assignments within OSP to strengthen substantive knowledge or broaden the employee's background of OSP functions.

2. Follow-up interviews are conducted to monitor the employee's adjustment to OSP, to appraise job satisfaction, and to apprise individuals of training available, job openings, and promotional opportunity.

SPS

SPS is sufficiently small so that the questions of leadership and executive development can be approached on a very personal and knowledgeable basis. However,

1. A Career Service Panel has been set up to consider all career management matters such as training, reassignments, rotation and promotions. This includes the identification of individuals who have demonstrated the ability to assume positions of increased responsibility.

2. In addition, we have a continuing review by the Support Officer to consider training and rotational opportunities that might assist in the development of future leaders.

ORD

1. ORD's Career Service Panel considers all activities relating to the careers of employees in grades GS-10 through GS-14.

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ORD (continued)

2. There currently exists an ORD Competitive Evaluation and Promotion Policy to identify career prospects and planning in individual cases.

3. ORD places great emphasis on a strong training program for its employees to overcome the problem of obsolescence of scientific knowledge.

OCS

1. The Office of Computer Services conducts an annual review of everyone in grades GS-11 and above. A Panel has been established to consider promotions, training requests, and career development.

2. OCS is attempting to broaden the knowledge of its employees through training and rotational assignments outside OCS.

OEL

1. OEL conducts an annual competitive ranking review of all careerists in grades GS-09 through GS-14.

2. Individual training requirements are evaluated and updated as an officer progresses through the various phases of his career.

3. Considers training an integral part of career development and affords it the same planning and foresight as is given to the identification of assignments.

4. At the end of every calendar year, OEL careerists, whether in the field or Headquarters, complete a reassignment questionnaire for submission to the career management panels.

OSA

1. Semi-annual career board meeting that reviews OSA personnel for promotions, training and reassignments.

2. Periodic meetings are held when personnel matters need immediate attention.

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